INTER-OFFICE MEMO

August 14, 1996

TO: All Managers With Fleming Responsibility

FROM: Steve Smith, Account Manager Oklahoma City, OK 73127
Phone: 405-787-5444 Fax: 405-787-9299 Voice Mail: # 73724

SUBJECT: RAINBOW

Ladies & Gentlemen:

Fleming Corporate, as well as RJR, have been concerned with Rainbow's performance since the initial manufacturing of the brand. Attached are two spreadsheets compiled to address these concerns. One spreadsheet breaks down purchases and the other breaks down sales by supply center. Note that the sales spreadsheet shows share and sales per account by month on Rainbow. Both documents are contained in the same file with different tabs and are calculated in cartons not cases.

Below are interesting observations uncovered while researching the Rainbow proposition:

- The decline of Fleming cigarette accounts directly affect Rainbow's volume but not share.
- Rainbow's SOM began decreasing at the end of the fourth quarter, 1995 from 2.55 percent to 2.04 percent at the end of June 1996. It has continued to fall every month thereafter.
- Out of the 5,000 plus retail accounts that Fleming services, only 293 accounts have the Rainbow savings contract.
- During December of 1995, certain supply centers stocked up with Rainbow (see spreadsheet/purchases). Again, volume, not share, was affected. As information, when RJR began manufacturing Rainbow, Liggetts' Rainbow numbers were rolled into AIM for comparison of "apples-to-apples."

The following are recommendations to improve Rainbow's performance:

- Ensure that every Fleming supplied account carries Rainbow and has the savings center contract.
- These accounts should have Rainbow as the EDLP in the store
- Use the alliance accrual fund to promote Rainbow in each respective supply center.
- Address Fleming supply centers to send out a bulletin to all serviced accounts reflecting Rainbow's new pricing.
- Datagrab a list of all accounts furnished by your supply center and submit to the responsible DM. The DM will, in turn, alert the reps to ensure that Rainbow is in the account, is the EDPL in the store, and has the Rainbow savings center contract.

As a Flemings partner, increasing both volume and share of Rainbow is critical. RJR's goal is to seek whatever means available to achieve success with this account. If the procedure implemented in your specific area is working, please call me at 405-787-5444, voice mail at #73724 or E-mail with your suggestions.

Sincerely,

Steve

Steve Smith
SS:kef
attachments
cc: David Owens
R. D. Garrison

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Rec'd
Some interesting info - Lets not show total picture

Source: https://www.industrydocuments.ucsf.edu/docs/xypm0000

FLEMING DISTRIBUTION CENTERS
RJR ACCOUNT MANAGER/DIVISION MAILING LIST

Distributor	Acct. #	Div. #	Account Manager	Address	Phone #	Fax #
Lincoln, NE	197300	6641	Scott Meyers	15414 "U" Street, Omaha, NE 73142	402-894-1527	402-894-1528
Kansas City, KS	198000	6647	Eric Maki	15130 South Keeler, Olathe, KS 66062	913-768-4421	913-768-4076
Lubbock, TX	198020	5844	Robert D. Berrier	5704 40th Street, Lubbock, TX 79407	806-793-1355	806-793-7208
OKC, OK-Memorial Rd	198120	6643	Tom P. Burns	6101 West Reno Avenue, Suite 550, Oklahoma City, OK 73127	405-787-5444	405-787-9299
Houston, TX	198270	5840	Chuck W. Taylor	13826 Ivymount, Sugarland, TX 77478	713-565-9865	713-565-9005
Philadelphia, PA (Oaks)	198280	1340	R. L. Noonan (Ray)	6 Quay Circle, Sewell, NJ 08080	609-256-8564	609-256-8569
San Antonio, TX	198310	5841	H. J. Heintz, III	4737 College Park, Suite 105, San Antonio, TX 78249	210-492-1020	210-492-1005
Geneva, AL	198340	2245	Cindy L. Seltzer	Post Office Box 27431, Panama City, FL 32411-7431	904-230-0923	904-230-0924
Johnson City, TN	198370	2148	Don J. Mann	401 Taryn Court, Bristol, VA 24201	540-669-1881	540-669-2066
Massillon, OH	246025	1744	Randy Wright	1015 Vincent NW, North Canton, OH 44720	216-779-8400	412-257-9763
Lacrosse, WI	273823	6344	Greg Palmer	2915 Waters Road, Suite 101, Eagan, MN 55121	612-686-8054	612-686-8113
Altoona, PA	276331	1740	Mitchell D. McGovern	700 Bursca Drive, Suite 705, Bridgeville, PA 15017	412-221-2422	412-257-9763
East Peoria, IL	303440	6240	Darwin Jelinek	423 Southampton Drive, Decatur, IL 62526	217-875-0581	217-875-0582
Fresno, CA	316510	5142	Kim Sassano	11846 East Solar Avenue, Fresno, CA 93720	209-433-9030	209-433-9031
Laurens, IA	327003	6641	Scott Meyers	15414 "U" Street, Omaha, NE 73142	402-894-1527	402-894-1528
Superior, WI	329445	6344	Clint Pullin	2915 Waters Road, Suite 101, Eagan, MN 55121	612-686-8052	612-686-8113
El Paso, TX	404625	5844	Tim Winslow	6612 Quail Cove Court, El Paso, TX 79912	915-581-0811	915-581-0267
Cheektowaga, NY (Buffalo)	452091	1645	Anthony Zecca	843 Scottsville-Mumford Road; Scottsville, NY 14546	716-889-7862	716-889-7956
Warsaw, NC	458850	2946	W. B. Slaughter (Bill)	1976 Culpepper Road, Fayetteville, NC 28304	910-864-8567	910-864-8467
Norcal, CA (W Sacramento)	485411	5142	Colleen Babyak	3807 Sweetwater Drive, Rocklin, CA 95677	916-624-8701	916-624-9340
Phoenix, AZ	529356	5445	Doris Beehler	900 West Silverhills Street, Tuscon, AZ 85737	520-797-4448	520-797-4416
Hawaii, HI	546249	5432	August Pontes (Augie)	94-1152 Manino Place, Waipahu, HI 96797	808-676-5434	808-676-1749
Milwaukee, WI (Waukesha)	551633	6344	Randall Castegnaro	7522 Fox Point Circle, Madison, WI 53717	608-836-4870	608-836-7944
Hub City, WI (Marshfield)	551634	6344	Randall Castegnaro	7522 Fox Point Circle, Madison, WI 53717	608-836-4870	608-836-7944
OKC, OK, SE 59th	576720	6643	Tom P. Burns	6101 West Reno Avenue, Suite 550, Oklahoma City, OK 73127	405-787-5444	405-787-9299
York, PA	594480	5400	Barbara Pearson	970 Via Rodeo, Placentia, CA 92670	714-572-8578	714-572-1746
Garland, TX	628586	2640	Jeff Rumberger	11901 Forestgate Drive, Dallas, TX 75243	214-644-2289	214-644-8807
Sikeston, MO	744755	6944	James Randy Kingcade	24 Greenwood Place, Paducah, KY 42003	502-898-2211	502-898-8006
Salt Lake City, UT	751300	5641	D. J. Strong (Debra)	5278 South Pinemont, #A100, Murray, UT 84123	801-268-1448	801-268-0205
Portland, OR	751540	5642	Bill Shelton	15800 SE Piazza, Suite 201, Clackmas, OR 97015	503-657-7100	503-650-8557
Nashville (Goodlettsville) TN	786765	6944	Robert B. Moreland, Jr.	7003 Chadwick Drive, Suite 224, Brentwood, TN 37027	615-661-4147	615-661-6149
Memphis, TN (S. Haven, MS)	810408	6943	Tom Melendy	4143 Willow Lake Boulevard, Memphis, TN 38118	901-362-6153	901-365-2093
Miami, FL	899517	2342	Susan Rodriquez	10640 Southwest 74th Avenue, Miami, FL 33156-3830	305-661-5199	305-661-5190
Lafayette, LA (Broussard)	957691	2643	Pat Chacon	417 Alonda Drive, Lafayette, LA 70508	318-991-0910	318-991-0911

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Source: https://www.industrydocuments.ucsf.edu/docs/xypm0000

Division #	Name	Address	Phone #	Fax #
1000	D. L. Wilmesher (Dave) AVP	Post Office Box 2959, (6RB), Winston-Salem, NC 27102 401 North Main Street, Winston-Salem, NC 27101	910-710-1281	910-741-4606
1300	J. R. Loftin, JR (Jay) RSM	4601 West Chester Pike, Newton Square, PA 19073	610-353-3305	610-359-1576
1600	R. C. Farmer (Robert) RSM	150 Lawrence Bell Drive, Suite 108, Williamsville, NY 14221	716-634-3143	716-634-3145
1700	P. E. Schmidt (Peter) RSM	700 Bursca Drive, Suite 705, Bridgeville, PA 15017	412-221-2422	412-221-2425
2000	J. W. Best (Jim) AVP	Post Office Box 2959, (6RB), Winston-Salem, NC 27102 401 North Main Street, Winston-Salem, NC 27101	910-741-7733	910-741-6230
2100	W. F. Tucker (Wayne) RSM	8100 North Point Boulevard, Suite B, Winston-Salem, NC 27105	910-741-7758	910-741-6231
2200	R. L. Rissler (Bob),RSM	3010 Business Park Drive, Suite G, Norcross, GA 30071	770-729-3260	770-729-3256
2300	D. C. Turner (Dave) RSM	3590 Northwest 54 Street, Suite 1, Fort Lauderdale, FL 33309	305-735-0143	305-735-9714
2600	S. B. Driskell (Stan) RSM	11901 Forestgate Drive, Dallas, TX 75243	214-644-2288	214-644-8807
2900	G. A. Young (Greg) RSM	5000 Cox Road, Suite 160, Glen Allen, VA 23060	804-346-8719	804-747-8114
5000	R. M. Sanders (Rick) AVP	Post Office Box 2959, (6RB), Winston-Salem, NC 27102 401 North Main Street, Winston-Salem, NC 27101	910-741-1286	910-741-4606
5100	B. J. Simkins (Barbara) RSM	6735 Sierra Court, Suite A, Dublin, CA 94568	510-828-7040	510-828-7562
5400	R. B. Grout (Ron) RSM	970 Via Rodeo, Placentia, CA 92670	714-572-8578	714-572-1746
5600	E. R. Haisch, Jr. (Gene) RSM	15369 Northeast 90th, Post Office Box 2979, Redmond, WA 98073	206-885-5799	206-881-9318
5800	R. P. Dotson (Roy) RSM	16115 Park Row, Suite 150, Houston, TX 77084	713-579-9898	713-579-9038
6000	P. J. Cundari (Pat) AVP	Post Office Box 2959, (6RB), Winston-Salem, NC 27102 401 North Main Street, Winston-Salem, NC 27101	910-741-1808	910-741-6230
6200	S. R. Karambelas (Sam) RSM	1130 Lake Cook Road, Suite 210, Buffalo Grove, IL 60089	847-459-0868	847-459-5992
6300	T. W. Renehan (Tom) RSM	2915 Waters Road, Suite 101, Eagan, MN 55121	612-686-8108	612-626-8113
6600	R. D. Garrison (Dean) RSM	14 Inverness Drive East, Building D, Suite 120 Englewood, CO 80112	303-799-0036	303-799-4240
6643	S. Smith (Steve), KAM	6101 West Reno Avenue, Suite 550, Oklahoma City, OK 73127	405-787-5444	405-787-9299
6900	C. A. Van Horn-Dern (Cheryl) RSM	311 Consort Drive, Manchester, MO 63011	314-391-7911	314-527-7717

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RAINBOW PURCHASES BY SUPPLY CENTER

SIS #	DIVISION	JAN PURCH 95	JAN PURCH 96	FEB PURCH 95	FEB PURCH 96	MAR PURCH 95	MAR PURCH 96	APRIL PURCH 95	APRIL PURCH 96	MAY PURCH 95	MAY PURCH 96	JUNE PURCH 95	JUNE PURCH 96	JAN THRU JUNE 95 TOTAL	JAN THRU JUNE 96 TOTAL	MEAN JAN THRU JUNE 95	MEAN JAN THRU JUNE 96
197300	LINCOLN, NE	60	1,740	1,620	1,140	5,520	1,380	0	1,620	120	1,620	2,040	1,500	9,360	9,000	1,560	1,500
198000	KANSAS CITY, KS	13,680	6,540	10,140	5,700	12,910	11,520	41,340	11,820	2,220	11,460	22,440	10,080	102,730	57,120	17,122	9,520
198020	LUBBOCK, TX	1,920	300	1,380	300	2,160	780	2,040	720	2,160	420	960	780	10,620	3,300	1,770	550
198120	OKC NORTH, OK	2,460	0	9,000	1,740	19,800	1,920	180	2,580	3,780	1,980	5,760	2,700	40,980	10,920	6,830	1,820
198270	HOUSTON, TX	900	120	540	120	960	300	2,160	720	-180	300	180	240	4,560	1,800	760	300
198280	OAKS, PA	2,160	840	1,500	1,860	3,960	720	1,440	1,200	3,000	1,260	1,560	1,680	13,620	7,560	2,270	1,260
198310	SAN ANTONIO, TX	2,580	0	2,820	0	3,660	0	2,100	0	2,700	0	10,560	300	24,420	300	4,070	50
198340	GENEVA, AL	6,480	3,960	6,900	4,620	9,360	6,060	13,560	4,020	17,220	4,380	0	3,480	53,520	26,520	8,920	4,420
198370	JOHNSON CITY, TN	2,220	2,400	6,480	3,360	7,260	4,500	4,080	3,600	2,340	3,420	5,760	3,300	28,140	20,580	4,690	3,430
246025	MASSILLON, OH	1,320	420	3,540	900	18,420	1,740	5,160	3,600	9,360	6,480	8,640	4,980	46,440	18,120	7,740	3,020
273823	LACROSSE, WI	2,220	5,100	5,040	900	1,860	2,160	2,100	3,300	4,380	3,240	1,740	3,120	17,340	17,820	2,890	2,970
276331	ALTOONA, PA	1,920	4,440	3,960	5,340	10,980	4,680	5,340	7,020	7,680	4,740	7,620	3,420	37,500	29,640	6,250	4,940
303440	PEORIA, IL	120	60	120	0	360	240	540	300	420	60	600	120	2,160	780	360	130
316510	FRESNO, CA	1,080	240	1,680	300	1,860	1,140	1,620	1,080	1,920	1,080	1,860	900	10,020	4,740	1,670	790
327003	LAURENS, IA	0	60	0	540	0	420	420	600	1,020	360	0	360	1,440	2,340	240	390
329445	SUPERIOR, WI	0	1,500	0	420	0	1,020	0	780	780	1,080	960	1,200	1,740	6,000	290	1,000
404625	EL PASO, TX	0	0	0	180	0	60	0	60	0	420	0	180	0	900	0	150
452091	BUFFALO, NY	660	780	6,300	1,620	6,300	2,640	0	2,280	720	0	1,920	1,980	15,900	9,300	2,650	1,550
485411	SACRAMENTO, CA	2,460	1,500	1,800	1,560	2,460	1,260	4,260	1,860	360	2,220	2,580	1,920	13,920	10,320	2,320	1,720
458850	WARSAW, NC	0	660	0	60	0	240	0	60	0	180	0	240	0	1,440	0	240
529356	PHOENIX, AZ	-2,100	1,740	1,620	720	1,740	600	3,600	720	0	1,200	9,240	420	14,100	5,400	2,350	900
546249	EWA BEACH, HI	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
551633	MILWAUKEE, WI	60	3,360	420	0	2,640	300	1,200	1,080	420	1,140	1,620	1,140	6,360	7,020	1,060	1,170
551634	HUB CITY, WI	1,320	2,340	3,060	5,100	4,140	6,240	3,000	8,340	3,660	10,680	4,080	6,540	19,260	39,240	3,210	6,540
576720	OKC SOUTH, OK	-120	300	180	240	180	1,140	6,120	1,920	0	1,800	1,260	1,560	7,620	6,960	1,270	1,160
594480	YORK, PA	0	1,620	240	1,380	1,200	1,380	960	1,260	1,080	1,680	1,320	1,680	4,800	9,000	800	1,500
628586	GARLAND, TX	14,160	0	8,640	0	18,840	0	300	0	240	0	24,360	600	66,540	600	11,090	100
744755	SIKESTON, MO	1,140	60	2,400	1,560	4,380	1,500	240	420	1,920	1,440	2,580	1,260	12,660	6,240	2,110	1,040
751300	SALT LAKE CITY, UT	3,240	60	3,900	360	3,540	2,760	5,760	3,300	8,820	3,360	180	2,580	25,440	12,420	4,240	2,070
751540	PORTLAND, OR	-60	0	780	1,380	4,500	2,460	4,380	2,160	4,200	1,740	4,680	2,520	18,480	10,260	3,080	1,710
786765	NASHVILLE, TN	840	0	14,520	840	0	6,000	32,520	5,340	720	5,280	0	4,020	48,600	21,480	8,100	3,580
810408	SOUTHHAVEN, MS	23,640	0	0	3,180	14,820	17,760	29,820	1,380	0	7,620	19,980	9,240	88,260	39,180	14,710	6,530
899517	MIAMI, FL	120	0	60	120	120	120	240	0	60	0	120	60	720	300	120	50
957691	LAFAYETTE, LA	4,740	2,100	660	2,460	3,660	1,740	5,040	960	1,140	660	3,420	1,680	18,660	9,600	3,110	1,600
	TOTALS	**89,220**	**42,240**	**99,300**	**48,000**	**167,590**	**84,780**	**179,520**	**74,100**	**82,260**	**81,300**	**148,020**	**75,780**	**765,910**	**406,200**	**127,652**	**67,700**

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RAINBOW PURCHASES BY SUPPLY CENTER

SIS #	DIVISION	JULY PURCH 95	JULY PURCH 96	AUG PURCH 95	AUG PURCH 96	SEPT PURCH 95	SEPT PURCH 96	OCT PURCH 95	OCT PURCH 96	NOV PURCH 95	NOV PURCH 96	DEC PURCH 95	DEC PURCH 96	JULY THRU DEC 95 TOTAL	JULY THRU DEC 96 TOTAL	MEAN JULY THRU DEC 95	MEAN JULY THRU DEC 96
197300	LINCOLN, NE	5,100		120		2,880		0		540		1,680		10,320	0	1,720	#DIV/0!
198000	KANSAS CITY, KS	13,560		480		16,740		5,640		17,760		23,100		77,280	0	12,880	#DIV/0!
198020	LUBBOCK, TX	2,280		660		1,920		0		660		1,800		7,320	0	1,220	#DIV/0!
198120	OKC NORTH, OK	3,540		20,220		0		9,780		0		7,740		41,280	0	6,880	#DIV/0!
198270	HOUSTON, TX	600		180		540		180		420		540		2,460	0	410	#DIV/0!
198280	OAKS, PA	360		2,040		3,480		1,380		2,220		1,800		11,280	0	1,880	#DIV/0!
198310	SAN ANTONIO, TX	6,960		4,140		9,300		0		180		12,240		32,820	0	5,470	#DIV/0!
198340	GENEVA, AL	21,780		0		12,060		0		6,180		11,340		51,360	0	8,560	#DIV/0!
198370	JOHNSON CITY, TN	9,720		3,360		22,980		-180		180		4,500		40,560	0	6,760	#DIV/0!
246025	MASSILLON, OH	24,840		1,260		14,220		3,300		1,380		25,500		70,500	0	11,750	#DIV/0!
273823	LACROSSE, WI	2,820		660		3,060		1,560		4,320		2,220		14,640	0	2,440	#DIV/0!
276331	ALTOONA, PA	7,260		3,480		10,020		7,020		11,040		4,680		43,500	0	7,250	#DIV/0!
303440	PEORIA, IL	480		720		480		1,200		0		660		3,540	0	590	#DIV/0!
316510	FRESNO, CA	1,740		3,120		4,500		0		0		120		9,480	0	1,580	#DIV/0!
327003	LAURENS, IA	840		0		240		540		240		540		2,400	0	400	#DIV/0!
329445	SUPERIOR, WI	2,640		720		1,500		540		3,060		600		9,060	0	1,510	#DIV/0!
404625	EL PASO, TX	840		420		360		0		900		0		2,520	0	420	#DIV/0!
452091	BUFFALO, NY	9,000		0		7,080		0		1,860		4,260		22,200	0	3,700	#DIV/0!
485411	SACRAMENTO, CA	1,920		5,220		60		1,920		2,760		60		11,940	0	1,990	#DIV/0!
458850	WARSAW, NC	0		420		0		120		180		120		840	0	140	#DIV/0!
529356	PHOENIX, AZ	3,360		540		1,680		660		4,980		2,460		13,680	0	2,280	#DIV/0!
546249	EWA BEACH, HI	0		0		0		0		0		0		0	0	0	#DIV/0!
551633	MILWAUKEE, WI	2,640		240		1,020		1,740		540		1,740		7,920	0	1,320	#DIV/0!
551634	HUB CITY, WI	3,240		3,780		3,240		3,300		2,880		5,520		21,960	0	3,660	#DIV/0!
576720	OKC SOUTH, OK	16,500		0		9,060		480		0		9,540		35,580	0	5,930	#DIV/0!
594480	YORK, PA	2,640		360		1,320		1,620		1,260		960		8,160	0	1,360	#DIV/0!
628586	GARLAND, TX	0		12,120		0		-300		16,080		19,140		47,040	0	7,840	#DIV/0!
744755	SIKESTON, MO	2,880		0		3,180		2,400		1,440		3,240		13,140	0	2,190	#DIV/0!
751300	SALT LAKE CITY, UT	8,100		-120		8,820		-60		120		9,480		26,340	0	4,390	#DIV/0!
751540	PORTLAND, OR	3,540		2,100		7,560		-60		540		4,320		18,000	0	3,000	#DIV/0!
786765	NASHVILLE, TN	15,360		0		6,480		0		7,680		14,480		44,000	0	7,333	#DIV/0!
810408	SOUTHHAVEN, MS	13,080		960		13,860		16,980		2,640		29,820		77,340	0	12,890	#DIV/0!
899517	MIAMI, FL	60		120		0		360		-120		60		480	0	80	#DIV/0!
957691	LAFAYETTE, LA	3,000		2,160		1,380		2,220		2,880		1,980		13,620	0	2,270	#DIV/0!
	TOTALS	**190,680**	**0**	**69,480**	**0**	**169,020**	**0**	**62,340**	**0**	**94,800**	**0**	**206,240**	**0**	**792,560**	**0**	**132,093**	**0**

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RAINBOW PURCHASES BY SUPPLY CENTER

SIS #	DIVISION	TOTAL YR 95	TOTAL YR 96
197300	LINCOLN, NE	19,680	9,000
198000	KANSAS CITY, KS	180,010	57,120
198020	LUBBOCK, TX	17,940	3,300
198120	OKC NORTH, OK	82,260	10,920
198270	HOUSTON, TX	7,020	1,800
198280	OAKS, PA	24,900	7,560
198310	SAN ANTONIO, TX	57,240	300
198340	GENEVA, AL	104,880	26,520
198370	JOHNSON CITY, TN	68,700	20,580
246025	MASSILLON, OH	116,940	18,120
273823	LACROSSE, WI	31,980	17,820
276331	ALTOONA, PA	81,000	29,640
303440	PEORIA, IL	5,700	780
316510	FRESNO, CA	19,500	4,740
327003	LAURENS, IA	3,840	2,340
329445	SUPERIOR, WI	10,800	6,000
404625	EL PASO, TX	2,520	900
452091	BUFFALO, NY	38,100	9,300
485411	SACRAMENTO, CA	25,860	10,320
458850	WARSAW, NC	840	1,440
529356	PHOENIX, AZ	27,780	5,400
546249	EWA BEACH, HI	0	0
551633	MILWAUKEE, WI	14,280	7,020
551634	HUB CITY, WI	41,220	39,240
576720	OKC SOUTH, OK	43,200	6,960
594480	YORK, PA	12,960	9,000
628586	GARLAND, TX	113,580	600
744755	SIKESTON, MO	25,800	6,240
751300	SALT LAKE CITY, UT	51,780	12,420
751540	PORTLAND, OR	36,480	10,260
786765	NASHVILLE, TN	92,600	21,480
810408	SOUTHHAVEN, MS	165,600	39,180
899517	MIAMI, FL	1,200	300
957691	LAFAYETTE, LA	32,280	9,600
	TOTALS	**1,558,470**	**406,200**

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Source: https://www.industrydocuments.ucsf.edu/docs/xypm0000